

# **Minutes of the South Ogden City Council Retreat**

**Friday, February 8, 2013, 8:00 a.m.  
222 South Main Street, Suite 2200  
Salt Lake City, Utah, 84101**

## **COUNCIL MEMBERS PRESENT**

Mayor James F. Minster, Council Members Sallee Orr, Wayne Smith, Bryan Benard, Russ Porter and Brent Strate

## **STAFF PRESENT**

City Manager Matthew Dixon, Public Works Director Jon Andersen, Police Chief Darin Parke, Fire Chief Cameron West, Administrative Services Director Kristen Hansen, Director of Finance Steve Liebersbach, City Attorney Ken Bradshaw and Recorder Leesa Kapetanov

## **OTHERS PRESENT**

Nancy Minster, Michelle Strate, Monique Benard, Rick Orr, Sheila Smith, Sherri Porter, Dodie Parke, Heather West, Shaun Mechem, Nancy Andersen

## **I. BREAKFAST**

### **A. Public Works and Parks Presentation (continued)**

Council and Staff met at 8:00 am for breakfast. At 8:21 am, Mayor Minster officially welcomed everyone back and called for a motion to convene.

**Council Member Orr moved to convene the council retreat meeting. Council Member Strate seconded the motion. Council Members Benard, Strate, Orr, Porter and Smith all voted aye.**

The mayor then turned the time to City Manager Dixon. Mr. Dixon pointed out he had added "Fire Department Staffing" to the list of things the council wanted to discuss at a later time. He then turned the time to Parks and Public Works Director Jon Andersen to finish his presentation from the previous evening's meeting.

Mr. Andersen began his presentation (see Attachment A) by outlining the years achievements concerning storm sewer, specifically on how the city was complying with new storm sewer EPA standards. He then reviewed the goals for the storm sewer department. Mr. Andersen then went on to review the accomplishments and goals for the garbage, fleet, parks, recreation, building maintenance and inspections departments. He then concluded his presentation.

## **II. MAYOR AND COUNCIL PRESENTATIONS**

### **A. Mayor Minster**

The mayor began by reviewing all they had accomplished in the past few years. He handed everyone a paper (see Attachment B), which asked the questions What? Where? When? Why? and How? He pointed out that often an idea gets mentioned in a meeting, but it doesn't go any farther. He advised the council members that when they came up with an

idea, to answer the previous questions and give everyone more information so the idea could move forward. He gave examples of things that had been discussed, but never had action taken on them. The mayor asked that the council come up with good ideas, and then follow through on them.

City Manager Dixon reminded the council members they were welcome to add an item to the agenda whenever they felt it should be discussed. He also said important items could be added to the strategic plan so they could be tracked. Council Member Porter also suggested that a council member be assigned to some items to make sure they were followed through on. Council Member Orr asked that members of the council give each other feedback as to whether something should be pursued or not. There was discussion by the council as to what the vetting process should be to determine if something should be put on the agenda. It was determined that a member of the council would gather as much information as possible on an idea. Then the information would be emailed to other members of the council and vetted to determine whether it should be placed on the agenda. If there was support, the item would be placed on the agenda for a work session, and then on the agenda for decision. There were some warnings from City Manager Dixon and City Recorder Kapetanov as to what was appropriate to discuss in emails and doing the public's business in public. Mr. Dixon then gave the floor to Council Member Smith for his presentation.

#### **Council Member Smith**

Mr. Smith remarked that communication between staff and council seemed to have decreased in the past few years. He used the purchase of a canine by the city as an example. None of the council knew the city was going to purchase a dog. He said it was hard to defend something to the residents if he did not know about it himself. He then said one of his goals was to make the city's infrastructure a priority. He felt that the city needed to review the condition of the infrastructure and make plans for replacing the areas that needed it. The council needed to make funding of the infrastructure a priority. He also pointed out that many roads needed to be repaired, and that tearing up a road should be coordinated with working on its infrastructure so it could all be done at once. There was some discussion on other entities who cut into the roads (such as Weber Basin Water and Comcast) and whether our road cut fees were adequate. Parks and Public Works Director Jon Andersen said the fees were pro-rated based on the age of the road. It was determined the fees should be looked at, as well as making sure that infrastructure and replacing roads was coordinated and that other entities are contacted to inform them when the city is replacing a road so they could do work on the road while it was torn up. The time was then turned over to Council Member Strate.

#### **Council Member Strate**

Mr. Strate began his presentation by saying he liked the direction the city was heading with economic development and asked that staff not let up. He also liked that the city was looking at annexation, but was anxious that the city look at everything it should. Mr. Strate then said his biggest concern was that the council prioritize items so they could budget money for the most important. They all had big goals, but they needed to be accomplished within the parameters of the budget. There was some discussion concerning annexation, the main point being that the city needed to be prepared with information and funds for future annexation requests, and be out in front in letting individuals and businesses know of the city's interest.

#### **Council Member Benard**

Mr. Benard came forward for his presentation. He said he wanted branding to move forward; he felt it had lost some momentum. Once it was done, the city should re-do all the park signs as well as place signs at major entrances to the city. Mr. Dixon said branding could be as little as changing a logo to investing tens of thousands of dollars. He felt the

council needed to have a discussion to decide how big or small they wanted the branding of the city to be. The council determined they wanted more than just a change in the logo, and would decide how much to invest during the budget process.

Council Member Benard continued with an idea for presenting awards to businesses and residents and calling it "South Ogden's Finest) or SOFI Awards for short. They could be awards such as best neighbor, citizen of the year, best volunteer, best student, best yard, best restaurant, etc. They could make the awards ceremony part of South Ogden Days.

Mr. Benard then asked that the newsletter be re-vamped. Goals and accomplishments of each department needed to be highlighted and the layout needed to be changed. It also needed to be made available on the website. Council Member Smith asked that the council be given topics for each month so when it was their turn to write an article for the newsletter they would not have to come up with an idea. Council Member Benard then concluded his presentation.

#### **Council Member Porter**

Mr. Porter complimented staff and council members on how well they got along and were thus able to accomplish good things; that was often not the case, especially in other cities. He then went on to talk about ordinance enforcement; it had improved, but he wondered if a pro-active letter from the city could be sent out as soon as a problem was identified, before law enforcement became involved. He said he would be happy to write the letter and have it approved.

Mr. Porter then said he would like to continue the recognition program for upkeep of yards in the city, but he would like to expand it, perhaps combining it with Council Member Benard's suggestion of having SOFI Awards.

Council Member Porter continued his presentation by pointing out even though state law allowed cities to now keep 25% of fund balance, he was okay to keep it at 18% and spend some of the available money on needed items. For example, the city should look into whether the Weber County School District would be selling land in conjunction with the re-building of Mar-Lon Hills Elementary. The city could use the land for a park, but it needed to put money away now. He then turned the time to Council Member Orr.

#### **Council Member Orr**

Ms. Orr thanked staff for all their work; she said their work made the council look good. She then encouraged the city to keep working on walkability and making sure there were safe routes to schools and other areas. She was also happy with the progress of the good landlord program and finding illegal triplexes and duplexes. She also informed Council Member Porter that she had a form letter for code enforcement from West Valley City; she would be happy to share it with him. Ms. Orr also wanted the city to look at improving curb appeal on 40<sup>th</sup> and Washington Boulevard; she wondered if the city could make an area for food trucks, since they were becoming more popular.

Council Member Orr also wanted to get citizens more engaged by letting them know they could call the police department any time of day or night, even for non-emergency situations. If they knew the non-emergency or dispatch number to call, people would be more willing to do so. She would also like to use the newsletter to give information about the Communities That Care Program (CTC), and facts about underage drinking and who people should call if they see underage drinkers. She also asked staff to see if some of the money received from the state based on the number of beer licenses the city had, could be used for the CTC Program to help prevent underage drinking. Council Member Orr then concluded her presentation.

At 10:15, City Manager Dixon announced a break. Those who had not checked out of the hotel could do so. Everyone should meet back at the conference room at 11:00 am.

**B. Review of 2013 Strategic Plan**

At 11:00 am, Mr. Dixon started the meeting by handing out copies of the 2013 Strategic Plan (See Attachment C). He reviewed each goal, eliminating those that were completed, and getting short reviews on the status of others. Council Member Strate asked what more the council could do concerning business and economic development and revitalization. City Manager Dixon pointed out most activities, including the monthly SOBA meetings, occurred during the daytime, when most council members were at work. The idea was brought forward to have one evening SOBA meeting a quarter so other members of the council and other business owners could attend. Mr. Dixon continued reviewing the goals, while the council determined which ones to keep or eliminate.

At approximately 12 noon, Mr. Dixon announced the group would break to dish lunch.

**C. Review City Mission, Vision and Values**

After the lunch break, Mr. Dixon reviewed the mission statement and value statements. His purpose was to remind the council that they should remember the mission, vision and value statements as they created strategic goals or directives for 2014. He asked that the council phrase the goals in more of a directive statement.

The council worked through each strategic goal and its associated action plans, replacing those that had been eliminated and adding others. They also rewrote some of the goals to better clarify what they were. One point brought out by the council was they wanted to be better informed on purchases by the city, either by notes in the budget for what money was set aside for, or emails from staff letting them know of imminent purchases.

Staff and council built a functional 2014 strategic plan (see Attachment D).

City Manager Dixon then concluded the meeting by saying he found great value in what they had accomplished the last two days, and hoped everyone else felt the same.

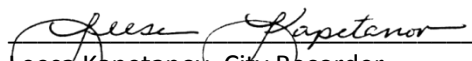
Mayor Minster called for a motion to adjourn.

**III. ADJOURN**

**Council Member Smith moved to adjourn the retreat, followed by a second from Council Member Benard. Council Members Benard, Strate, Porter, Orr and Smith all voted aye.**

**The meeting adjourned at 3:40 pm.**

I hereby certify that the foregoing is a true, accurate and complete record of the South Ogden City Council Retreat held Friday, February 8, 2014.

  
Leesa Kapetanov, City Recorder

Date Approved by the City Council \_\_\_\_\_ April 1, 2014 \_\_\_\_\_

## **Attachment A**

Public Works and Parks Department Presentation (continued)

# Storm Sewer Accomplishments & Goals 2013-2014

- New maintenance program – 2nd year of the program
  - Contract service to run lines(similar to sewer)
  - 28,273 ft storm drain lines cleaned
    - Completed in 16 days
  - 5 years to run the whole City
  - Updated the Capital Facilities Plan (1998)
  - Joined the newly formed Weber County Storm Water Coalition (\$3250)
    - Public outreach compliance

## Goals

- 40<sup>th</sup> St Detention Basin (impact fees)
  - Total project \$769,500.00
  - Phased Project – Piping & Construct Detention Basin
    - Install piping on 40<sup>th</sup> from Nordin to Orchard - \$252,000.00
    - Impact fees collected - \$195,000.00
- Community Service Project
  - Install placards (No Dumping – Drains to Stream)
- Explore possibilities to upgrade storm line – Vista Dr
  - Explore funding options
  - Video program for the maintenance of the Storm Sewer System

## Illicit Discharge in Storm Sewer





# Garbage Accomplishments & Goals 2013-2014

Garbage is contracted through Allied Waste/Republic Services

Allied Waste/Republic Services has had the contract for approximately 18 months

- Allied Waste/Republic Service took over service July 2012

5,541.07 tons of waste material hauled to the landfill

- Approximately 5,040 totes (5,500)

858.73 tons of recyclable material hauled

- Approximately 4913 totes (4,844)

350.93 lbs of recyclables per household (4,913 homes)

Trailer/Dumpster rental information

|                         | <u>13</u> | <u>12</u> | <u>11</u> | <u>10</u> |
|-------------------------|-----------|-----------|-----------|-----------|
| • Neighborhood Dumpster | 30        | 43        | 36        | 44        |
| • Green Waste Trailer   | 11        | 13        | 20        | 22        |
| • Mixed Waste Trailer   | 4         | 4         | 3         | 7         |

## Sink Hole – 4161 S. Porter 6-4-13



# Fleet Accomplishments 2013

|                             | <u>2013</u> | <u>2012</u> | <u>2011</u> | <u>2010</u> | <u>2009</u> |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|
| Vehicle/Equipment Repairs   | 302         | 338         | 290         | 260         | 230         |
| PM Services                 | 135         | 164         | 170         | 186         | 190         |
| Warranty Repairs            | 6           | 4           | 4           | 15          | 50          |
| Recalls                     | 5           | 4           | 3           | 10          | 24          |
| Inspections/Emissions       | 65          | 66          | 67          | 72          | 42          |
| New Installs                | 22          | 13          | 5           | 3           | 6           |
| IWORQ                       | 168         | 225         | 216         | 53          | 0           |
| Aerial inspection/pump test | 3           | 2           | 7           | 7           | 7           |

6<sup>th</sup> Annual Truck Rodeo - Public Works & Parks

Fleet purchased 18 Police vehicles and up fitted with new equipment & decals

Purchased 5 Public Works vehicles and up fitted with lights, tool boxes, and decals

Purchased a backhoe, mini excavator, street sweeper, 1-ton dump truck with sander, crack sealing machine

Purchased Jacobsen r311t mower(11') & 3 Grasshopper mowers (52")

Purchased ambulance

Removed all old equipment from police cars and in the process of selling them

# Fleet Goals 2014

**Installation of equipment on new vehicles this year**

**Continue improve efficiency of the City's fleet**

**Continue Ford Technician Training**

**Re-paint the shop floor**

**Keep up with the Iworq program**



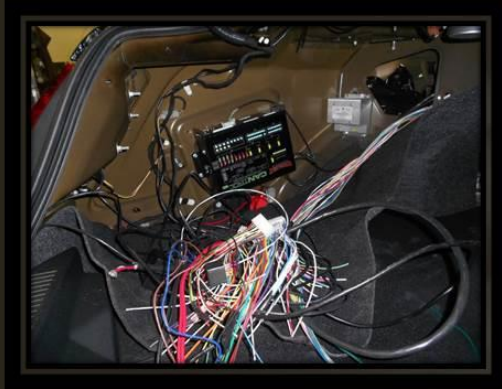
## Fleet Lease – New Equipment 2013



## Fleet – Up Fit Police Cars 2013



## Fleet – Up Fit Police Cars 2013



## Fleet – Up Fit Police Cars 2013



## 6<sup>th</sup> Annual Public Works Rodeo 2013



## 6<sup>th</sup> Annual Public Works Rodeo 2013

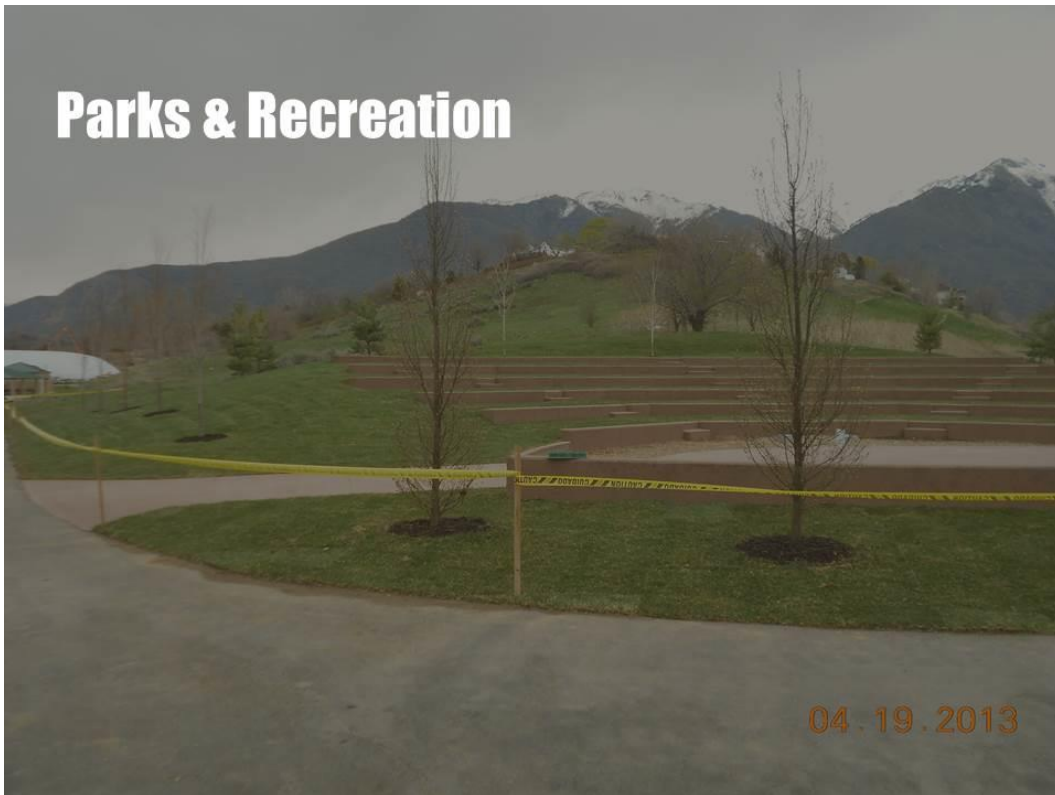




## 6<sup>th</sup> Annual Public Works Rodeo 2013



## Parks & Recreation



## Parks Accomplishments 2013

- New Sprinklers at Friendship Park!
- Maintain 55-60 acres of Parks & City property
- Splash pad ran smoothly after new pumps were installed.
  - 10-15 days shut down due to wear of equipment
  - 4 water samples taken daily
  - Weber County Health inspection
- Landscaping of the Amphitheatre completed
- Help maintain ball fields at SOJH
- Re-fenced all tennis courts at Friendship Park

## Parks Goals 2014

Continue utilizing RAMP funds for the ball fields (scoreboards)

Replace playground equipment – all parks

Restore tennis courts - Friendship Park (RAMP \$43,843) surface only

UV filter installed for Splash Pad (RAMP \$20,500)

Construct joint restrooms at SOJH

RAMP Funding

Remove old sprinklers from Friendship Park

Seal coat trails at all parks



# Recreation Accomplishments 2013

Completed 2 women's basketball league sessions

Completed 3 men's basketball league sessions

Completed a Jr. High comp volleyball league

More use of the gym

Comp leagues (own & overflow from Weber County)

Currently using the gym

Monday – Thursday 5:00pm -10:00pm

Friday 5:00pm-8:00pm

Saturday 8:00am – 6:00pm

Open gym in the Spring and Fall



## Recreation 2006-2013

| Sport                        | 06  | 07  | 08  | 09  | 10  | 11  | 12  | 13  |
|------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Basketball K-9 <sup>th</sup> | 64  | 477 | 472 | 445 | 412 | 429 | 391 | 359 |
| Baseball/Softball            | 597 | 653 | 617 | 594 | 606 | 562 | 546 | 542 |
| Tennis                       | 34  | 56  | 65  | 98  | N/A | N/A | N/A | N/A |
| Flag Football                | 70  | 90  | 71  | 101 | 93  | 90  | 81  | 87  |
| Tackle Football              | 189 | 176 | 220 | 191 | 174 | 172 | 158 | 143 |
| Girls Volleyball             | 52  | 53  | 74  | 69  | 93  | 86  | 84  | 82  |



# Recreation Goals 2014

## Expanding Programs

Cardio Ballroom

Dodge Ball

Futsal

Kick Ball

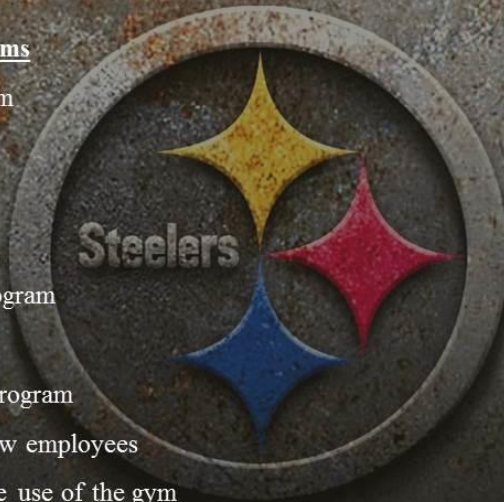
Start Smart Program

Pickle Ball

Summer Fun Program

Train and utilize new employees

Continue to increase use of the gym



[WWW.YEP.IT/NFLWALL](http://WWW.YEP.IT/NFLWALL)

# Building Maintenance 2013 Accomplishments & 2014 Goals

Kept current with repairs in all City buildings

798 Iworq orders completed

Replaced one chiller

Cross training with Public Works personnel

City Hall chiller repair (2<sup>nd</sup> one)

Explore options to remodel Public Works Shop

Explore options for upgrades to the HVAC in Old City Hall & Senior Center

## Inspections 4-Year History

| <u>Residential</u>   | <u>09</u>  | <u>10</u>  | <u>11</u>  | <u>12</u>  | <u>13</u>  |
|----------------------|------------|------------|------------|------------|------------|
| New                  | 27         | 21         | 6          | 6          | 24         |
| Additions & Remodels | 16         | 25         | 24         | 12         | 24         |
| Miscellaneous        | 125        | 114        | 145        | 248        | 231        |
| <u>Commercial</u>    |            |            |            |            |            |
| New                  | 1          | 0          | 5          | 1          | 2          |
| Additions & Remodels | 20         | 21         | 19         | 19         | 22         |
| Miscellaneous        | 37         | 32         | 37         | 37         | 46         |
| <b>Totals</b>        | <b>226</b> | <b>213</b> | <b>224</b> | <b>327</b> | <b>331</b> |

## Inspections – 2013/2014

- Keep current with State and Federal Building Codes/Certifications
- Mapping of streets & building addresses
- Exploring options for GIS Mapping System
- Explore/find a way to scan building plans into system (budget driven)
- Keep current with Good Landlord inspections



## **Attachment B**

### Mayor Presentation

What ?

Where ?

*When ?*

**Why ?**

*How ?*

## **Attachment C**

### 2013 Strategic Plan



# South Ogden Mayor and City Council 2013

## Goals & Action Plans

**City Manager**  
Matt Dixon

| Strategic Objectives<br>Goals<br>Action Plans  | Owner             | Resources<br>(people,<br>budget,<br>equipment) | Target<br>Finish        | Update<br>(and additional detail)   | %<br>Complete |
|--|-------------------|--|-------------------------|---|---------------|
| <b>1. Fiscal Responsibility of Public Funds</b>  |                   |  |                         |   |               |
| 1.1 Develop a list of prioritized Capital Projects and Capital Equipment needs with funding plans (i.e. Transfer GF to CPF, Impact fees, etc.)   | Jon Anderson      | Steve, Matt, Brad Jensen                       | 6/30/2013<br>Past Due   |   | 85%           |
| 1.2 Staff will provide monthly financial reports to the city council.  | Steve Liebersbach |  | 12/31/2013<br>Completed | 1/10/2014<br>Complete through 11/30/2013  | 100%          |
| 1.3 Maintain 10% or greater general fund balance   | Steve Liebersbach | Matt, Department Heads                         | 12/31/2013<br>Completed | 1/10/2014<br>As of 11/30/2013 in excess of 18%  | 100%          |
| 1.4 Maintain "AA" bond rating  | Steve Liebersbach | Matt Dixon, Department Heads                   | 12/31/2013<br>Completed | 1/10/2014<br>Current and up to date. All year-end reporting requirements have been completed.   | 100%          |
| <b>2. Aggressive, Cohesive and Successful Economic Development</b>   |                   |  |                         |   |               |
| 2.1 Staff will meet with all property owners and/or businesses within each of the city's RDA project areas to determine: 1) What future redevelopment plans they may or may not have, 2) Discuss and review the city's ability to participate in helping them redevelop their properties, and 3) Report findings and recommendations to the RDA Board. | Matt Dixon        | RDA Attorney, SOBA                             | 12/31/2013<br>Past Due  | 12/10/2013<br>Staff has been working with property owners in the NW project area to discuss possible project on Riverdale Road. Most owners have been open to the idea of participating in a project but many details remain to be finalized.           | 25%           |
| 2.2 Demonstrate the city's strong support of local businesses (i.e. spotlights, recognitions, etc.).   | Jill McCullough   | Kristen, Trudi Andersen, SOBA                  | 12/31/2013<br>Past Due  |   | 64%           |
| 2.3 Review costs associated with business development in South Ogden compared to other cities to determine our level of "competitiveness." Impact fees, Licensing, Signage, Black Box Fees, Utilities.   | Matt Dixon        | WSU Intern, Leesa                              | 4/1/2013<br>Past Due    |   | 75%           |
| <b>3. Community Development and Re-vitalization</b>  |                   |  |                         |   |               |
| 3.1 Establish good landlord program.   | Darin Parke       | Matt Dixon & Ken Bradshaw                      | 12/31/2013<br>Completed | 12/17/2013<br>Ben Robbins has been hired to contact landlords and lead them through the licensing process. This is an ongoing activity 35% have contacted the city, 10% are done/ licensed with the others opting to pay the higher fee. While more ... | 100%          |
| 3.2 Develop a new Community Brand and Logo.  | Jill McCullough   | City Council, Budget                           | 12/31/2013<br>Past Due  | 1/16/2014<br>Jill will be contacting the artists and setting up a meeting for the city to discuss her ideas and will work on preparing some possible logo ideas for the council to review.  | 55%           |
| 3.3 Complete design of 40th Street using it as a model/vision/manifesto of how future  |                   |  |                         | 12/10/2013  |               |

<http://www.focusandexecute.com/Content/AC/WorkPlans.aspx?left=&top=&idUser=14847&WorkPlanDe...> 2/6/2014

|   |   |                       |                                      |                         |   |      |
|---|---|-----------------------|--------------------------------------|-------------------------|---|------|
|   | streets will look (Utilize new logo/branding of the city).  | <b>Matt Dixon</b>     | Mark Vlasic, Jon Anderson, Engineers | 12/31/2013<br>Past Due  | Informed by WFRC that city cannot do exchange because it will federalize the project when we use fed funds to pay the loan off. Project now is slated for funding in 2016/2017. Depending on other state project which might become ...                         | 35%  |
| 3.4   | Demonstrated, proactive enforcement of illegal rental units (single, duplex, etc.). Provide quarterly reports to the City Council.  | <b>Jon Anderson</b>   | Jeff Barfuss                         | 12/31/2013<br>Completed | 1/16/2014<br>Working close with Leesa & Ben, Checking the units as they become available to review through the Good Land lord program   | 100% |
| 3.5   | Develop and implement Improving SOUTH OGDEN program. This program will recognize property owners who take pride in cleaning up and/or maintaining beautiful yards. Program will utilize City Council members and residents to gather nominations and recognize property owners. The program will be promoted via the newsletter, facebook, twitter and cable television channel.      | <b>Matt Dixon</b>     | City Council, Trudi Andersen, Leesa  | 12/31/2013<br>Past Due  | 10/10/2013<br>The city council reviewed this goal on Sept. 03, 2013. It was decided that Russ Porter would take the lead on this goal and collect recommendations on properties the council feels should be recognized for showing improvements this year. ...  | 25%  |
| 3.6   | Increase walking and bike paths within designated routes for the schools.   | <b>Jon Anderson</b>   | Mark Vlasic                          | 12/31/2013<br>Past Due  | 1/16/2014<br>Had combined work meeting with CC and PC on 8/6/2013 where staff presented several possible options for designated bike routes throughout the city. Staff received feedback from CC and PC and will work to further refine the plan for the PC ... | 36%  |
| <b>4. Providing Quality Public Services</b> |   |                       |                                      |                         |   |      |
| 4.1   | Make measureable improvements to the citys code enforcement program (commercial and residential). Changes should include current resources and should address a "culture" of "everything is my job." Staff will provide quarterly reports to the council. Reports will list self initiated and public initiated efforts. Ideas may include: (flyers, blitz, neighborhood focus, etc.) | <b>Darin Parke</b>    | Lisa Dalton, Police Officers         | 12/31/2013<br>Completed | 1/17/2014<br>Final report for the year will be at Jan. 21 council meeting.  | 100% |
| 4.2   | Have a well organized, functioning Citizen Corps Council.   | <b>Cameron West</b>   |                                      | 12/31/2013<br>Past Due  | 1/17/2014<br>City has been divided into geographic zones for better management process. Designated neighborhood Captains will be assigned responsibilities.   | 65%  |
| 4.3   | Have a well organized, functioning CERT program in South Ogden City. Provide notice to council.   | <b>Rick Rasmussen</b> | Acting Director                      | 12/31/2013<br>Completed | 9/4/2013<br>Cert Members were used at the entrance gate by the City Shops to check the validity of those entering for the car show as well as those vendors who had passes. They were also used to monitor the prohibited area during the Fireworks.            | 100% |
| 4.4   | Hold at least one emergency table top exercise involving all Emergency Operations Center components (i.e. policy, finance, etc.).   | <b>Cameron West</b>   |                                      | 12/31/2013<br>Completed |   | 100% |
| 4.5   | Emergency Operations Center members (elected and staff) will complete all recommended NIMS trainings.   | <b>Cameron West</b>   |                                      | 12/31/2013<br>Past Due  | 1/16/2014<br>Located training classes and advised staff of dates.   | 90%  |
| 4.6   | Increase the percentage of residents who pay their bill electronically utilizing the citys website to 25 percent.   | <b>Kristen Hansen</b> | Holly Kenison, Brian Minster         | 12/31/2013<br>Past Due  | 1/9/2014<br>The average percentage of residents utilizing the citys online bill pay feature for the 2013 year was 17%. 455 out of 5204 customers (11%) had their payment automatically withdrawn from their account by South Ogden City. Approximately 44% ...  | 78%  |
| 4.7   | Assess impacts of an ISO rating of 5 or higher. Consider impacts to the city, its residents, and businesses.  | <b>Cameron West</b>   |                                      | 6/30/2013<br>Completed  | 2/14/2013<br>Internet research as to insurance rate impact is ongoing and near completion. Contact with area insurance agents is ongoing and near completion. All research has been completed.  | 100% |
| <b>5. Enhance Community Relations</b>       |   |                       |                                      |                         |   |      |

<http://www.focusandexecute.com/Content/AC/WorkPlans.aspx?left=&top=&idUser=14847&WorkPlanDe...> 2/6/2014

|   |  |                   |  |                         |   |      |
|---|--|-------------------|--|-------------------------|---|------|
| 5.1   | Proactively promote our strategic plan focus and progress to the residents via two perspectives (council & staff). Assign council sections each month.   | Matt Dixon        | Department Heads, Elected Officials, Trudi Andersen, Christy | 12/31/2013<br>Completed | 1/15/2014<br>Most newsletters (with the exception of maybe 2) had specific information regarding the city council's strategic goals with valuable updates for the residents.  | 100% |
| 5.2   | Educate residents on financial matters related to the city's revenues, expenditures, debt, taxes, etc. via the city newsletter, website and cable channel.   | Steve Liebersbach | Matt, Trudi  | 12/31/2013<br>Completed | 1/15/2014<br>In 2013 financial information was communicated to Residents in the newsletter in the months of February, March, June and November.   | 100% |
| 5.3   | Organize two Community Improvement Days utilizing faith groups, non-profits, and businesses. Staff generate possible projects for council review and approval.   | Jon Anderson      | Shane Douglas  | 11/1/2013<br>Completed  | 1/15/2014<br>Completed on clean-up day back on May 18, 2013 but was not very well attended due to bad weather. Another day in October (9th) is being looked at in coordination with an eagle scout project.   | 100% |
| 5.4   | The city council will hold two off-site council meetings in 2013.  | Leesa Kapetanov   | Matt, Mayor Minster  | 11/1/2013<br>Completed  | 8/30/2013<br>One council meeting was held and the second is scheduled for the first meeting in Sept.  | 100% |
| <b>6. Recruit and retain employees that meet or exceed expectations</b> |  |                   |  |                         |   |      |
| 6.1   | Complete analysis of Fire and Police departments to determine: 1) How do our staffing levels compare to other jurisdictions? 2) How do our department structures compare? 3) Should South Ogden remain in the ambulance business? What alternatives exist? | Matt Dixon        | Chief Parke, Chief West, Consultants                         | 8/1/2013<br>Past Due    | 1/15/2014<br>Staff completed an analysis on the ambulance billing service fund and it was determined that the city should continue to provide these services however, the service should be outsourced. The city has entered into a contract with EMS - a ... | 85%  |
| 6.2   | Recognize & reward employees who are passionate about their work and provide periodic (3/year) reports to CM & Elected Officials   | Kristen Hansen    | Department Heads   | 12/31/2013<br>Completed | 1/8/2014<br>one (1) employee received recognition in Q4.  | 100% |

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## **Attachment D**

### 2014 Strategic Plan



## South Ogden Mayor and City Council 2014

### Goals & Action Plans

| Strategic Directives<br>Goals<br>Action Plans   | Owner             | Resources<br>(people,<br>budget,<br>equipment) | Target<br>Finish | Update<br>(and additional detail)   | %<br>Complete |
|---|-------------------|--|------------------|---|---------------|
| <b>1. Promote Fiscal Responsibility of Public Funds</b>   |                   |  |                  |   |               |
| 1.1 Maintain 10% or greater general fund balance  | Steve Liebersbach | Matt, Department Heads                         | 12/31/2014       |   | 0%            |
| 1.2 Maintain "AA" bond rating   | Steve Liebersbach | Matt Dixon, Department Heads                   | 12/31/2014       |   | 0%            |
| <b>2. Aggressively Promote Innovative, Cohesive and Vibrant Development</b>   |                   |  |                  |   |               |
| 2.1 Review costs associated with business development in South Ogden compared to other cities to determine our level of "competitiveness." Impact fees, Licensing, Signage, Black Box Fees, Utilities.  | Matt Dixon        | Ben Robbins, Leesa                             | 3/31/2014        |   | 0%            |
| 2.2 Demonstrate the city's strong support of local businesses (i.e. evening SOBA, link newsletters, spotlights, recognitions, etc.).  | Jill McCullough   | Kristen, Trudi Andersen, SOBA                  | 12/31/2014       |   | 0%            |
| 2.3 Adopt design, form-based codes for commercial zones within the city incorporating the new brand/logo.   | Mark Vlasic       |  | 12/31/2014       |   | 0%            |
| 2.4 Meet with property owners on Skyline/Wasatch Dr. to see if city can facilitate development of vacant property.  | Matt Dixon        |  | 7/31/2014        |   | 0%            |
| 2.5 Determine feasibility and desirability of acquiring school district properties and other large parcels that may become available for purchase.  | Matt Dixon        |  | 12/31/2014       |   | 0%            |
| 2.6 Meet with property owners and/or businesses within NW and Washington Blvd. RDA project areas to determine: 1) What future redevelopment plans they may or may not have, 2) Discuss and review the city's vision for redevelopment and ability to participate in helping them redevelop their properties, and 3) Report findings and recommendations to the RDA Board. | Matt Dixon        | RDA Attorney, SOBA                             | 12/31/2014       |   | 0%            |
| <b>3. Provide Professional and Excellent Public Services</b>  |                   |  |                  |   |               |
| 3.1 Complete analysis of Fire department to show how we compare with other agencies.  | Cameron West      |  | 4/30/2014        |   | 70%           |
| 3.2 Explore and implement wellness program.   | Kristen Hansen    |  | 3/31/2014        | 2/27/2014<br>I have met online with 2 different wellness companies and am looking for a cultural fit as well as a budget fit. | 25%           |
| 3.3 Improve the city's emergency preparedness and management system. (Citizen Corp, CERT, Table Tops, NIMS, EMI, etc.)  | Cameron West      |  | 12/31/2014       |   | 0%            |
| 3.4 Council will receive quarterly reports in   |                   |  |                  |   |               |

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**GOALS And ACTION PLANS**

|  |                   |   |            |  |     |
|--|-------------------|---|------------|--|-----|
| council meeting on: 1) code enforcement (proactive vs reactive), 2) good landlord, 3) employee recognitions, and 4) community events   | Leesa Kapetanov   | Jon, Darin, Kristen, Jill                                 | 12/31/2014 |  | 0%  |
| <b>4. Engage the Community</b>   |                   |   |            |  |     |
| 4.1 Revamp the city's website.   | Brian Minster     |   | 12/31/2014 |  | 0%  |
| 4.2 Revamp city's newsletter.  | Trudi Andersen    |   | 4/30/2014  |  | 0%  |
| 4.3 Proactively promote our strategic plan focus and progress to the residents via two perspectives (council & staff). Assign council sections each month.                   | Matt Dixon        | Department Heads, Elected Officials, Trudi Andersen, Jill | 12/31/2014 |  | 0%  |
| 4.4 Educate residents on financial matters related to the city's revenues, expenditures, debt, taxes, etc. via the city newsletter, website and cable channel.               | Steve Liebersbach | Matt, Trudi   | 12/31/2014 |  | 0%  |
| 4.5 Promote regular community events and activities including community cleanup and service days.  | Jill McCullough   |   | 12/31/2014 |  | 0%  |
| 4.6 The city council will hold two off-site council meetings in 2014. Nature Park, Ferrell Park.   | Leesa Kapetanov   | Matt, Mayor Minster                                       | 12/1/2014  |  | 0%  |
| 4.7 Complete city-wide community survey to gather qualitative data on how the public rates the city on all public services.  | Matt Dixon        |   | 12/31/2014 |  | 0%  |
| <b>5. Establish a Friendly, Safe and Inviting Place to Live, Work and Visit.</b>   |                   |   |            |  |     |
| 5.1 Develop and adopt new community brand.   | Jill McCullough   |   | 7/31/2014  |  | 0%  |
| 5.2 Create and incorporate new brand into city parks and entrances at: 40th and Riverdale, 38th and Washington, 40th and Washington, 40th and Gramercy, and 89 and Harrison. | Mark Vlasic       | Jon, Matt   | 12/31/2014 |  | 0%  |
| 5.3 40th Street Design completed with new branding elements.   | Jon Andersen      |   | 12/31/2014 |  | 0%  |
| 5.4 Establish SoFi recognition awards: Yards, Service, Restaurant, Teams, etc. Recognize at special events.  | Jill McCullough   | Brian Benard, Russ Porter                                 | 12/31/2014 |  | 0%  |
| 5.5 Increase walking and bike paths within designated safe routes to schools.  | Jon Andersen      |   | 12/31/2014 |  | 0%  |
| 5.6 Educate community in how to report suspicious activities and code complaints and aid law enforcement in crime prevention.  | Darin Parke       |   | 12/31/2014 | 2/27/2014<br>met with staff and explained the intent of the action plan and discussed avenues for progression. Assignments made and plan formulated. | 56% |
| 5.7 Ensure road cut fees are sufficient to compensate city for depreciation of value.  | Jon Andersen      |   | 7/31/2014  |  | 0%  |
| 5.8 Demonstrate collaboration with other entities when planning road projects.   | Jon Andersen      |   | 9/30/2014  |  | 0%  |
| 5.9 Work meeting items: 1) Ambulance Fund, 2) Annexation (combined with PC)  | Matt Dixon        |   | 3/31/2014  |  | 0%  |